



# **Career Program 18 (CP-18) Engineers & Scientist**

**“Formalizing the Education Program for  
Career Development Progression”**



# CP-18 Outline

- **EDP (Executive Development Program)**
- **Observations**
- **Task Force**
- **Candidate Pool**
- **Recommendations**
- **Summary**
- **Army Buy-In**
- **Cost/Idea Sharing**



# Executive Development Program

- **A multi-year developmental program aimed primarily at preparing GS-14s & -15s for senior leadership positions.**
- **Candidates submit applications consisting of experience, education, training, and response to questions.**
  - Applications are evaluated and graded by a panel.
  - Training is tailored to meet the candidate's needs.
- **Candidates with comprehensive backgrounds may be declared graduates upon submission of their applications.**
- **Candidates graduate in a specific stovepipe, i.e., engineering, construction, program management.**
- **Candidates receive special consideration (interview) for vacancies.**



# Observations

- EDP has not provided a diverse pool of careerists.
- EDP rules of engagement are not understood by all.
- EDP favors a small segment (1,500) of the CP-18 pool (16,000).
- EDP is not understood/endorsed by “green suiters.”
- Development assignments are hard to find.
- EDP and non-EDP grads are competing equally for promotions.

**Bottom Line: NO BANG FOR THE BUCK !**

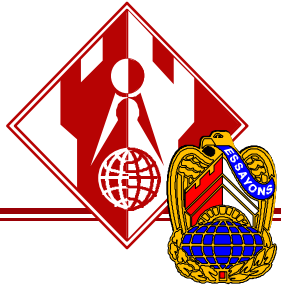


# Task Force

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## **Mission:**

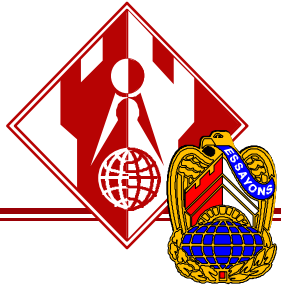
- **Revise EPD to concentrate efforts on developing the most diverse high potential pool of careerists.**
- **Ensure the program is “Army” and responds to the needs of the 21st Century Army.**



# EDP Task Force

- **Bill Brown**                      **HQUSACE-DMP**
- **Susan Duncan**                **HQUSACE-HR**
- **Charlie Hess**                   **HQUSACE-CW**
  
- **Dwight Beranek**               **CELRD**
- **Mike O'Connor**               **CECER**
- **Dwight Burns**                **CEHNC**
  
- **Steve Mason**                   **TRADOC**
  
- **COL Bill Price**                **HQUSACE-MP**
- **MAJ Jim Knowlton** **HQUSACE-MP**
  
- **Ken Juris**                      **AEC**

Steve Arnold, USACE/HR (Recorder)



# Candidate Pool

Population	All	Civil Engr.	General Engr.	Biologist	Physical Scientist
GS 14-15	1,432	757	137	58	29
GS 12-13	9,303	3,936	965	533	186
All Grades	15,953	5,944	1,230	1,071	281

Black	Hispanic	Women *
27	28	78
358	315	1,024
700	536	2,424

\* Does not include Black & Hispanic Women

**“Concentrate Training on the largest rather than the least most diverse pool of candidates in CP-18”**



# Recommendation Nr. 1 - Name

**NAME:** Change name of the program from EDP to LDP -  
“Leadership Development Program.”

- We develop GS-12s & -13s into Leaders!
- We develop GS-14s & -15s into Executives via existing programs, I.e., Defense Leadership and Management Program (DLAMP).

**PURPOSE:** To prepare high potential GS-12s & -13s to serve as successful leaders in the 21st Century Army.

## **GOALS:**

- Identify high performing GS-12s & -13s with leadership potential.
- To provide training and developmental opportunities to increase effectiveness and competitiveness for leadership positions.
- To develop a high performing and diverse cadre of engineers and scientists.





# Cultural Attributes

## Develop Leaders to embrace the following cultural attributes:

- Competitiveness
- Mobility
- Promote One Door to the Army
- Focus on Customer
- Flexibility
- Loyalty to the Army
- Concentrate on what needs to be done vice what is my job
- Feed on challenges
- Accountable
- Responsible
- Life long learners
- Business Practices
- Understand civilian leadership in the military environment
- Diversity
- Recognize new workforce values/interest
- Respect new ideas
- Strategic focus
- Corporate focus
- Interdisciplinary progressiveness



# Curriculum

	Formal Training	OJT	Recognition	Mentoring	Task Force
• Challenges		X		X	X
• Teaming	X	X			X
• Allegiance of New Worker		X	X		X
• Accountability		X	X	X	X
• Responsibility		X	X	X	X
• Life Long Learning	X	X	X	X	X
• Business Processes	X	X	X	X	
• Civilian Leader in Mil. Env.	X	X		X	X
• Diverse Culture	X	X	X	X	X
• Recognize Work Force Values	X			X	X
• Respect for New Ideas/Values	X		X	X	X



# Curriculum continued

	Formal Training	OJT	Recognition	Mentoring	Task Force
• Strategic Focus	X	X	X	X	X
• Corporate Focus		X	X	X	X
• Interdisciplinary				X	X
• Progressive Culture (Rapid Change)		X	X	X	X
• Competitiveness		X	X		
• Mobility		X		X	X
• Focus on Customer	X	X			
• Focus on Flexibility		X		X	
• What Needs to be Done	X			X	X
• Loyalty to Army	X		X	X	X
<b>TOTALS</b>	<b>11</b>	<b>16</b>	<b>12</b>	<b>17</b>	<b>17</b>

~ One Corps, One Regiment, One Team . . . Serving Soldiers, the Army, the Nation ~



## Curriculum continued

### Curriculum Courses (e.g.)

- Seminar for New Managers
- Basic Supervision Development
- Leadership Education & Development
- Human Resources
- Administration Public Policy
- Army Management Staff College



## Recommendation Nr. 2 - Curriculum

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- **Develop a 3 year program comprised of classroom training, mentoring, and a 6 month developmental assignment.**
- **Obtain MACOM buy-in to reserve X slots for LDP Developmental Assignments.**



## Recommendation Nr. 3 - Metrics

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- **Compare Diversity of candidates against available pool (9,500).**
- **Track diversity trend in GS-13 and 14 ranks.**
- **Compare success of LDP participants at the end of 3 years against success of non-participants.**



## Recommendation Nr. 4 - Publicity

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- **Publish a pamphlet showing LDP roadmap, importance to candidates.**
- **Post/maintain the pamphlet on CP-18 Home Page/Internet.**



## Recommendation Nr. 5 - Assessment

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- **Perform assessment of candidates when they are initially selected for the program, and also when they complete the program.**
  - Goal is to assess any changes/improvements in behavior/characteristics.





## Recommendation Nr. 6 - Start Up

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- **Terminate current EDP eighteen months from now.**
  - 6 of 34 need 1-year developmental assignment.
- **Start new LDP in FY 99.**
- **Focus the July 1998 Career Program manager Workshop on NEW LDP and the Roles/Responsibilities of Mentors.**



# Summary

- **New 3 Year Program - primarily GS-12s & -13s in CP-18**
- **Classroom, mentoring, six month developmental assignments**
- **Enrollment form, mobility agreement, mentor**
- **Open enrollment twice a year**
- **Reserved developmental assignments**
- **Termination for non-compliance**
  - Failure to complete program in 3 years
  - Failure to accept developmental assignment
  - Failure to submit semi-annual reports
- **Automatic consideration for all future vacancies**



# Army Buy-In

- ☒ **USACE/CG**
- ☒ **AMC/CG**
- ☒ **TRADOC/CG**
- ☒ **FORSCOM/CG**

- ☒ **MEDCOM/CG**
- ☒ **USAREUR/CINC**
- ☒ **ACSIM**
  - **ASA/M&RA**



## Cost/Idea Sharing

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- **Continue to meet with CP-16 representatives (Engineers and Scientists - non-construction) to investigate areas of mutual concern that can lead to cost reduction/consolidation.**



# Questions?